



ABSTRACT AND BIOGRAPHY

Global Trends in Project Management: Talent Management

As Chairman of the Project Management Institute's Global Corporate Council, Dr. Ed Hoffman has had the opportunity to meet recently with project practitioners from around the world and learn about the common challenges facing all project-based organizations. As technology, globalization, and system requirements drive us toward ever-greater complexity, there is an increasing worldwide demand for professionals who are highly skilled in the integration of complex systems. These skills cannot be taught in a training course or even a graduate program; they are the result of experience acquired on the job. This means the talent pool of successful, experienced practitioners is limited. Within NASA, talent management is a shared responsibility. Both project leaders and senior executives have to treat talent management as a strategic priority in order to ensure that NASA continues to have the workforce it needs to execute its programs and projects.

Dr. Ed Hoffman

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As Director of the NASA Academy of Program/Project and Engineering Leadership, Dr. Ed Hoffman is responsible for the development of program/project managers, engineers, and teams within NASA. He has authored numerous articles and co-authored two books: [Shared Voyage: Learning and Unlearning from Remarkable Projects](#) (NASA, 2005) and [Project Management Success Stories: Lessons of Project Leaders](#) (Wiley, 2000). He is also the Chairman of the Project Management Institute's Global Corporate Council.

Dr. Hoffman holds a Doctorate as well as a Master of Arts and a Master of Science degree from Columbia University in social and organizational psychology. He received a Bachelor of Science in Psychology from Brooklyn College in 1981.